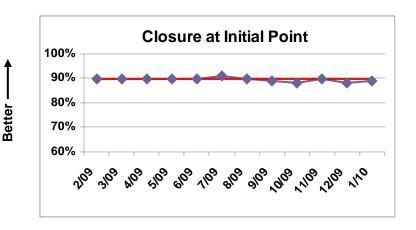




#### STRATEGIC GOALS

II. Foster a work environment that values quality, respect, diversity, integrity, openness, communication and accountability.

III. Sustain a high performance work culture utilizing staff development, technology, and innovative leadership and management strategies.



#### **MEASURE:**

Percent of telephone inquiries closed at initial point of contact.

#### **Closure at Initial Point of Contact**

Target: Changed to 90% effective 1-1-09

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2010/11	88%	89%	87%	87%	90%	89%						
2009/10	91%	90%	89%	88%	90%	88%	89%	88%	89%	90%	89%	89%
2008/09	89%	90%	89%	88%	90%	89%	90%	90%	90%	90%	90%	90%

- This dashboard continues to be green.
- We continue to provide ongoing training for agents to ensure this service level is met.
- The Quality Assurance Unit now monitors and coaches 9 11 calls per agent each month; this has also improved our ability to close calls at initial point of contact and provide service that meets customer expectations.

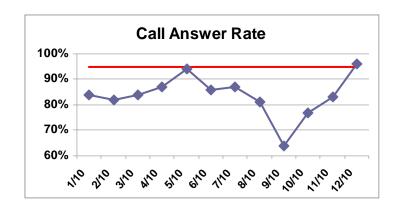




#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.





#### **MEASURE:**

Answer before the caller abandons call, due to wait time.

#### Call Answer Rate

Target: Answer 95% of calls received.

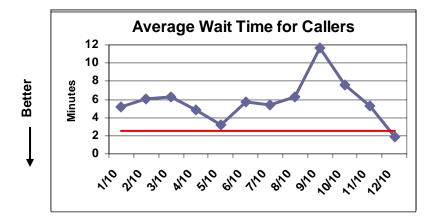
Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2010/11	87%	81%	64%	77%	83%	96%						
2009/10	96%	92%	89%	86%	86%	85%	84%	82%	84%	87%	94%	86%
2008/09	96%	95%	95%	93%	95%	94%	97%	94%	93%	94%	97%	97%

- This dashboard has been upgraded from red to green.
- The trend of increased call volumes over 2009-10 continued into the second guarter, with over 187,772 calls.
- As a result of the furloughs ending and a fully staffed contact center, we were able to hit this target in for the first time in 18 months.
- Open Enrollment and Annual Member Statements impacted our ability to meet service levels during October and November. With the end of the state furloughs, our ability to meet customer needs improved with increased availability, and we met our goals in the month of December. We anticipate continued improvement as business stabilizes due to additional hours of availability.



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.



#### **MEASURE:**

The length of time the callers wait for an agent after leaving the Interactive Voice Response (IVR) system and entering the queue.

#### **Average Wait Time**

Target: Answer calls within a monthly average of 2 minutes and 30 seconds.

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun
2010/11	5:21	6:18	11:37	7:37	5:20	1:52						
2009/10	1:33	3:12	3:59	4:58	4:13	4:25	5:09	6:01	6:14	4:51	3:12	5:42
2008/09	2:04	2:10	2:28	2:35	2:16	1:52	1:14	2:33	2:39	2:04	1:28	1:28

- This dashboard has been upgraded from red to green.
- The trend of increased call volumes over 2009-10 continued into the second guarter, with over 187,772 calls.
- As a result of the furloughs ending and a fully staffed contact center, we were able to hit this target for the first time in 18 months.
- Open Enrollment and Annual Member Statements impacted our ability to meet service levels during October and November. With the end of the state furloughs, our ability to meet customer needs improved with increased availability, and we met our goals in the month of December. We anticipate continued improvement as business stabilizes due to additional hours of availability.

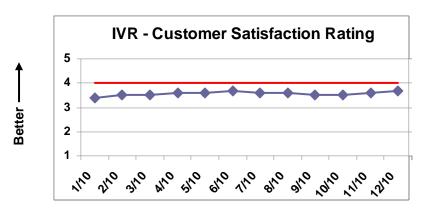




#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Overall customer satisfaction rating for the Interactive Voice Response (IVR) system.

#### **IVR Customer Satisfaction Rating**

Target: 4.0 (average).

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2010/11	3.6	3.6	3.5	3.5	3.6	3.7						
2009/10	3.6	3.6	3.6	3.6	3.5	3.6	3.4	3.5	3.5	3.6	3.6	3.7
2008/09	3.2	3.3	3.2	3.3	3.6	3.5	3.6	3.5	3.6	3.5	3.5	3.6

#### **COMMENTS:**

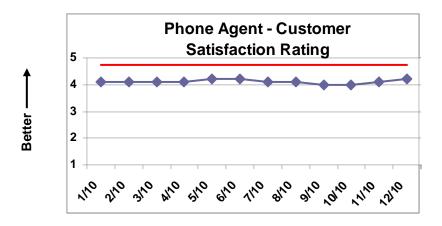
- This dashboard continues to be green.
- Plans for a redesigned IVR were submitted to the vendor. The IVR is streamlined for improved customer satisfaction and has been aligned with plans for my|CalPERS.
- We anticipate testing to begin in the third quarter.





#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.



#### **MEASURE:**

Customer satisfaction rating for phone agent services.

#### **Phone Agent Customer Satisfaction Rating**

Target: 4.7 (average)

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2010/11	4.1	4.1	4.0	4.0	4.1	4.2						
2009/10	4.1	4.1	4.2	4.2	4.1	4.2	4.1	4.1	4.1	4.1	4.2	4.2
2008/09	4.3	4.4	4.3	4.3	4.2	4.2	4.1	4.1	4.2	4.1	4.2	4.2

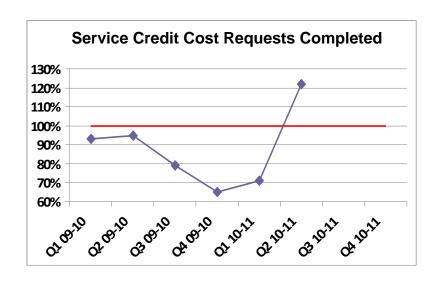
- This dashboard continues to be green.
- Customers continue to report high marks for politeness and professionalism, rating phone agents at 4.5 of 5.
- Phone agents averaged over 97 percent on their quality assurance evaluations for 2010.





#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of service credit cost requests completed, compared to the number received.

**Target: 100%** 

Year	Q1	Q2	Q3	Q4
2010-11	71%	122%		
2009-10	93%	95%	79%	65%
2008-09	110%	118%	87%	79%

Service Credit Cost Inventory								
Current: Backlog:								
Type	0 to 90 Days	Greater than 90 Days	Total					
ARSC	1,935	2,005	3,940					
Non-ARSC	2,584	2,220	4,804					
Totals	4,519	4,225	8,744					
% of Inventory	52%	48%	100%					

#### **COMMENTS:**

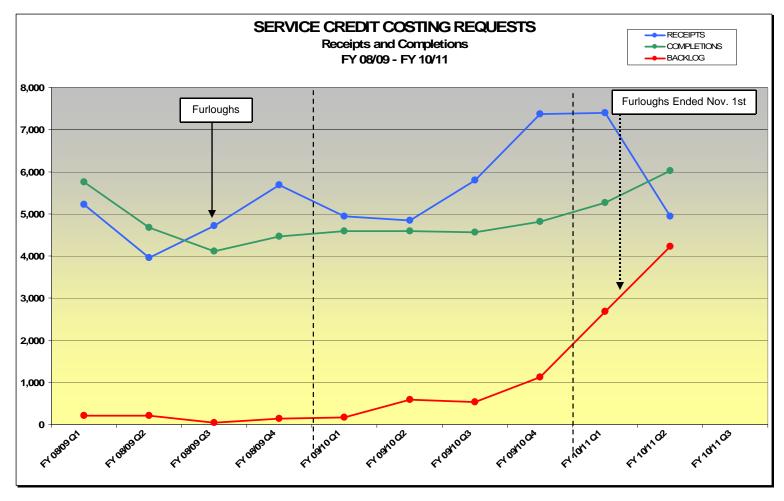
• This dashboard exceeded the target for this quarter.

#### Mitigation Steps:

• Reprioritization of workload, redirection of Division staff, additional part-time staff hired, and overtime will continue.

## CalPERS

#### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



		FY 200	8-09			FY 200	9-10		FY 2010-11	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
RECEIPTS	5,221	3,952	4,717	5,678	4,946	4,849	5,803	7,369	7,396	4,941
COMPLETIONS	5,761	4,671	4,115	4,470	4,595	4,590	4,567	4,809	5,268	6,026
COMP/REC'VD %	110%	118%	87%	79%	93%	95%	79%	65%	71%	122%
BACKLOG	212	205	40	135	168	596	528	1,129	2,681	4,225

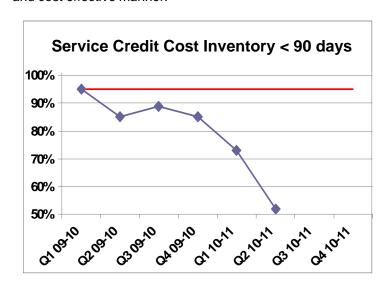


Better



#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of service credit cost requests completed within 90 days of receipt.

**Target: 95%** 

Year	Q1	Q2	Q3	Q4
2010-11	73%	52%		
2009-10	95%	85%	89%	85%
2008-09	91%	88%	98%	96%

	Service Credit Cost Inventory								
Current: Backlog:									
Type	0 to 90 Days	Greater than 90 Days	Total						
ARSC	1,935	2,005	3,940						
Non-ARSC	2,584	2,220	4,804						
Totals	4,519	4,225	8,744						
% of Inventory	52%	48%	100%						

#### **COMMENTS:**

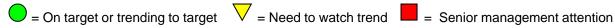
The following factors have contributed to not meeting the goal:

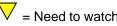
- High receipts in September due to the implementation of new actuarial option factors
- Furloughs through October
- Fifteen staff in training during the quarter
- Constraint cases (cases pending due to matters outside of MBSD control)
- Legal settlement cases

#### Mitigation Steps:

• Reprioritization of workload, redirection of Division staff, additional part-time staff have been hired, and overtime will continue.

2nd Quarter 2010-11







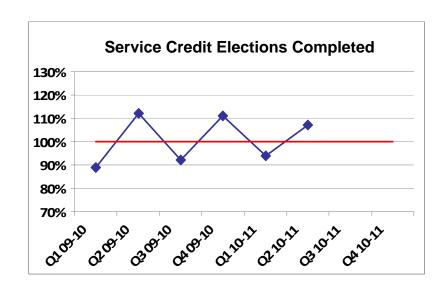


Better



#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of service credit elections completed, compared to the number received.

**Target:** *100%* 

Year	Q1	Q2	Q3	Q4
2010-11	94%	107%		
2009-10	89%	112%	92%	111%
2008-09	79%	127%	104%	101%

Service Credit Elections Inventory								
Current: Backlog: Age 0 to 30 Days Greater than 30 Days Total								
Number	Number 45 6 51							
% of Inventory	% of Inventory 88% 12% 100%							

#### **COMMENTS:**

• This dashboard is on target for this quarter.

#### Mitigation Steps:

• Reprioritization of workload and overtime will continue.

ATTACHMENT B-8

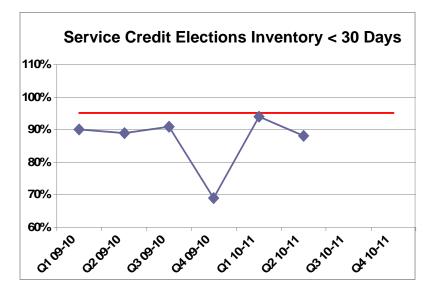


Better



#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of service credit elections processed within 30 days of receipt.

Target: 95%

Year	Q1	Q2	Q3	Q4
2010-11	94%	88%		
2009-10	90%	89%	91%	69%
2008-09	77%	97%	98%	92%

	Service Credit Elections Inventory				
Current: Backlog: Age 0 to 30 Days Greater than 30 Days Total					
Number	45	6	51		
% of Inventory	88%	12%	100%		

#### **COMMENTS:**

- Currently this dashboard is slightly below target due primarily to constraint cases (six) for which we are waiting for additional information from the member or the member's financial institution in order to complete the election transaction.
- The number of items greater than 30 days old is generally consistent throughout the year due to constraint cases. The low total inventory inflates the percent of items greater than 30 days old resulting in a lower percentage of items meeting the target.

#### Mitigation Steps:

• Reprioritization of workload and overtime will continue.

2nd Quarter 2010-11

Legend:



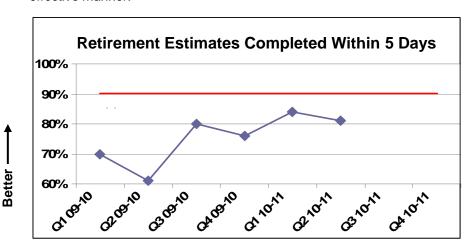






#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of workable estimates completed within 5 days of receipt.

Target: 90%

Estimates Completed Within 5 Days				
Year Q1 Q2 Q3 Q4				
2010-11	84%	81%		
2009-10	70%	61%	80%	76%
2008-09	85%	74%	81%	77%

#### **COMMENTS:**

- The number of retirement estimates requested and completed decreased slightly this quarter.
- The 5-day completion rate decreased slightly.
- · No backlog exists.

#### Mitigation Steps

• Requests for estimates are currently being prioritized in order of retirement date requested.

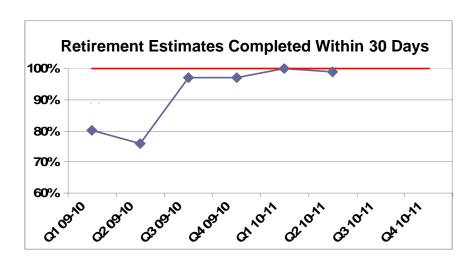
2nd Quarter 2010-11





#### STRATEGIC GOALS

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of workable estimates completed within 30 days of receipt.

**Target: 100%** 

Estimates Completed Within 30 Days				
Year	Q1	Q2	Q3	Q4
2010-11	100%	99%		
2009-10	80%	76%	97%	97%
2008-09	93%	93%	94%	87%

Estimates Backlog: Greater than 30 Days				
Year	Q1	Q2	Q3	Q4
2010-11	0	0		
2009-10	2,557	452	0	0
2008-09	617	245	298	2,074

#### **COMMENTS:**

Better

- This metric is on target. The number of retirement estimates requested and completed decreased slightly this quarter.
- · No backlog exists.
- The fallout rate representing the percentage of estimates needing manual calculations remains high at 37%.

#### Mitigation Steps:

- Requests for estimates are currently being prioritized in order of retirement date requested.
- The unit has a fully trained, experienced staff contributing to the ability to meet the goal.

2nd Quarter 2010-11

Legend:



) = On target or trending to target



= Need to watch trend



### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders. VI. Administer pension benefit services in a customer oriented and cost effective manner.

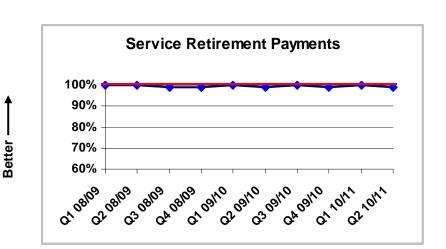
#### **MEASURE:**

Percent of applicants whose first payment is made within 30 calendar days of retirement effective date or application.

#### **Service Retirement Payments**

**Target: 100%** 

Year	Q1	Q2	Q3	Q4
2010-11	100%	99%		
2009-10	100%	99%	100%	99%
2008-09	100%	100%	99%	99%

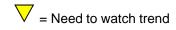


#### **COMMENTS:**

• Service retirement payments represent the highest priority workload for this Section and every effort is made to ensure members receive their first payment with no gap from their last employment paycheck.

Legend:

= On target or trending to target = Need to watch trend





## **CalPERS**

### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders. VI. Administer pension benefit services in a customer oriented and cost effective manner.

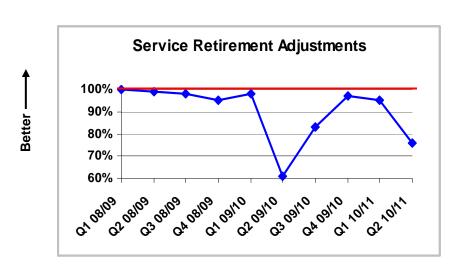
#### **MEASURE:**

Percent of final adjustments made to service retirement benefits within 9 months of the retirement effective date.

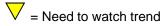
#### **Service Retirement Adjustments**

**Target: 100%** 

Year	Q1	Q2	Q3	Q4
2010-11	95%	76%		
2009-10	98%	61%	83%	97%
2008-09	99%	99%	98%	95%



- Service retirement adjustments are dependent upon final payroll reporting from employers and performance varies accordingly.
- Unprecedented increases in incoming service retirement applications and associated payments in prior quarters negatively impacted our service level for adjustments.





## **CalPERS**

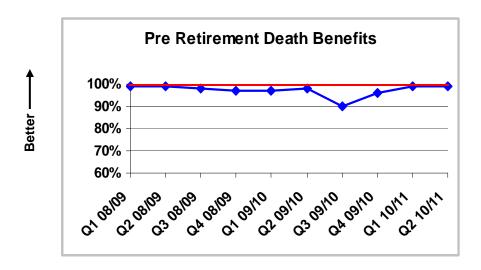
#### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percentage of death benefit claims paid within 45 days of receipt of last required documentation. (Pre-retirement)

#### **Pre-Retirement Death Benefit Payments**

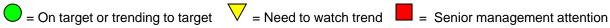
**Target: 100%** 

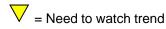
Year	Q1	Q2	Q3	Q4
2010-11	99%	99%		
2009-10	97%	98%	90%	96%
2008-09	99%	99%	98%	97%

#### **COMMENTS:**

• Pre-retirement death benefits performance closely approached the target.

2nd Quarter 2010-11 Legend:







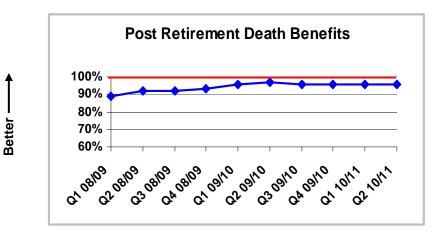
## **CalPERS**

#### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders. VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percentage of death benefit claims paid within 45 days of receipt of last required documentation. (Post-retirement)

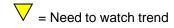
#### **Post-Retirement Death Benefits**

**Target:** *100%* 

Year	Q1	Q2	Q3	Q4
2010-11	96%	96%		
2009-10	96%	97%	96%	96%
2008-09	89%	92%	92%	93%

#### **COMMENTS:**

• Post retirement death benefits utilized experienced, temporary staff and overtime on this workload. We will continue to focus efforts on this high priority workload.





## **CalPERS**

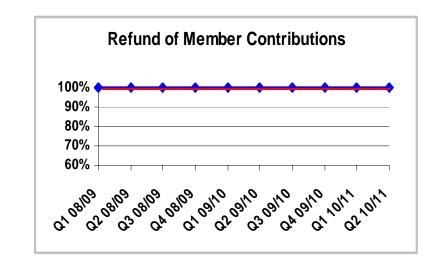
#### MEMBER AND BENEFIT SERVICES BRANCH DASHBOARD



#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percentage of first refunds paid to eligible members within 30 calendar days of receipt of a valid election form.

#### **Refund Payments**

**Target: 100%** 

Year	Q1	Q2	Q3	Q4
2010-11	100%	100%		
2009-10	100%	100%	100%	100%
2008-09	100%	100%	100%	100%

#### **COMMENTS:**

• Performance in refunds consistently reaches target.

Better

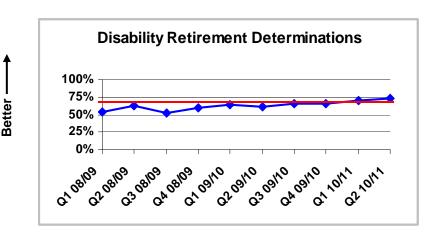
**ATTACHMENT B-16** 





#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders. VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of disability determinations made regarding approval or disapproval within 6 months of receipt of complete application packages.

#### **Disability Determinations**

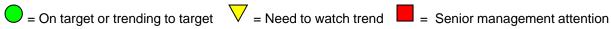
**Target: 70%** 

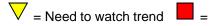
Year	Q1	Q2	Q3	Q4
2010-11	70%	73%		
2009-10	64%	61%	66%	66%
2008-09	53%	62%	52%	59%

#### **COMMENTS:**

- This dashboard continues to be green.
- This goal takes into consideration that determinations made by local agencies for their safety members can exceed six months. There is also the need for additional information such as independent medical examinations and receipt of the physician's report in certain cases, sometimes with more than one specialty.
- 89% of workable cases are within the 6-month timeframe or below.

2nd Quarter 2010-11 Legend:





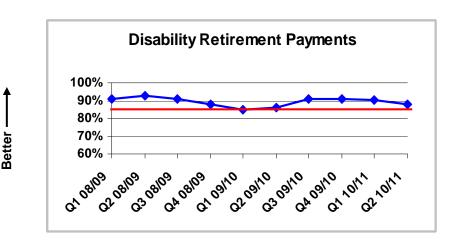




#### STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

VI. Administer pension benefit services in a customer oriented and cost effective manner.



#### **MEASURE:**

Percent of first disability payments made within 30 days of effective date or approval.

#### **Disability Payments**

**Target: 85%** 

Year	Q1	Q2	Q3	Q4
2010-11	90%	88%		
2009-10	85%	86%	91%	91%
2008-09	91%	93%	91%	88%

#### **COMMENTS:**

Disability retirement payments represent the highest priority workload for this Section and every effort is made to ensure members receive their first payment with no gap from the date of their last employment paycheck or from the date they were approved.

